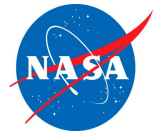


National Aeronautics and Space Administration



NASA Handbook on Building Internal Coaching Capability

A Guide for NASA Internal Coaches and HR Executives

May 2007

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NASA's Coaching Policy and Strategy

NASA implemented coaching Agency-wide as part of its Strategic Human Capital Plan (SHCP) initiative.

"The SHCP Pillar 5.0, Leadership, states that "NASA ensures it has leaders who are adaptable; who inspire, motivate, and guide others toward goals; who mentor and challenge the workforce; and who demonstrate high standards of honesty, integrity, trust, openness, and respect." Goal 5.1 of this, and retains a diverse, high-performing cadre of leaders who are nurtured through training and development opportunities," which concurs with Strategy 5.1.2, "Provide mentoring, training, development, and coaching opportunities to equip employees to assume leadership positions within the Agency."

NASA's strategy for developing coaching for mission results is three-fold:

- 1) To provide leaders, managers, and supervisors with training, experience, and tools to incorporate coaching conversations into their daily professional work.
- 2) To develop internal coaching expertise as a cost-effective, cross-Agency resource to draw from, and to ensure that NASA has the expertise to be a "smart buyer" of coaching services.
- 3) To continue to utilize external coaches and organizational development specialists to build on the Agency's internal efforts."¹

¹ NASA's Business Coaching Handbook, August 2006, Page 3.

NASA'S Policy for Internal Coaches

The field of coaching is growing and changing. There are a number of issues that can impact coaching effectiveness and can potentially pose risk to both the individual being coached and the Agency.

In establishing the Coaching Program it was important for NASA to have the expertise and ability to:

- design, and deliver efficient and effective coaching services to ensure NASA receives the greatest

return-on-investment possible for our coaching dollars,

- be a “smart buyers” of external coaching services,
- build and maintain coaching capabilities, and
- understand and mitigate risks associated with coaching for both the employee and the Agency

Internal Coaching at NASA

NASA's Business Coaching Handbook (April 2005) states:

“Internal coaching is a facilitative one-on-one, mutually designated coaching relationship between a NASA civil servant, certified coach and a key NASA employee who is accountable for highly complex decisions with wide scope of impact on the NASA organization, government, and industry as a whole. The primary impetus for engaging in coaching is organizational performance or development, either of which may have a personal component as well. The results produced from this relationship are observable, measurable, and aligned with the performance requirements the individual (or NASA organization) has established. Coaching services are arranged through the Center Coaching Point of Contact (POC).”²

“Characteristics of Effective Coaches - Executive coaches help individuals set and achieve desired goals and necessary results. Coaches utilize questions and

assessment tools to help individuals become more effective. Through the insight gained from assessment tools and observations by the coach, individuals become more self-aware of their strengths and barriers, and develop strategies and plans to reach their goals.

The role of a coach is that of a non-judgmental, strategic business partner. The coaching relationship is built on trust. The details of coaching conversations remain confidential between the individual and the coach in order for the partnership to work. When NASA provides coaching, the relationship extends to the individual's supervisor, who helps define the performance goals and provides feedback on progress.

Coaches at NASA must demonstrate knowledge through their past experience and application of basic competencies. NASA has adopted the competencies identified by the International Coaching Federation (ICF). First, the coach must meet the ethical guidelines of the profession.

² NASA Business Coaching Handbook, August 2006, Page 6.

Other competencies include the ability to:

- Establish a coaching agreement
- Establish a trusting relationship with the coachee
- Be fully present, attentive, and spontaneous
- Express active listening
- Ask powerful questions
- Be a direct communicator
- Create and raise personal awareness
- Design and create action plans and action behaviors
- Develop plans and establish goals with the coachee
- Manage the progress of the coachee and hold them accountable for their actions

In addition to the above, effective coaches believe in the potential of their client and demonstrate a personal integrity in “walking the talk.”³

“Characteristics and Requirements for Internal Coaches –

In addition to the characteristics of an effective coach as noted above, NASA has established the following standards for selecting internal coaches.

Coaching Certification – All internal coaches must have coaching credentials from an ICF-certified training program.

Tested Experience – The coach must have the appropriate level of corporate experience to understand the development, political and environmental needs of the employee.

Skilled at Problem Diagnosis – If diagnostics instruments are used, the coach must be appropriately certified to administer those instruments to assess gaps, help identify blind spots for the individual being coached, determine outcome measurements (score card for accountabilities pre- and post assessments to measure 360-degree feedback), and facilitate communication and feedback. (See Appendix D)

Results Oriented – The outcomes of the coaching relationship should specify how the coaching success would be measured, evaluated, and realized by individual performance improvement and NASA mission impacts. Additionally, a coaching agreement for the employee should be established up front and refined throughout the coaching relationship.

Knowledge and Application of Coaching Competencies, including Interpersonal Competencies .

The coach must demonstrate through past experience and application of competencies previously identified⁴.”

³ NASA Business Coaching Handbook, August 2006, Page 4.

⁴ NASA Business Coaching Handbook, August 2006, Page 6.

How Internal Coaches are Identified and Selected_____

Center Human Capital Director is responsible for selecting individuals who will serve as internal Center and Agency Coaches. Human Capital directors are required to:

- Identify the Center's strategy for executive coaching and the role of internal coaches in that strategy.
 - Provide a statement that they are confident in referring this individual to coach senior executives at their Center and in referring these individuals to coach executives at other NASA Centers and Headquarters. (See Appendix A)
 - Obtain the commitment from the supervisor of this individual that he/she is committed to allowing the individual to devote a minimum of 10% of their time to coaching over the next three years.
- Ensure that the individual is competent and has the requisite background for this training.
 - Ensure that the program the individual has selected is on the International Coaching Federation's list of approved programs.
 - Commit to the expenditure of the training and travel dollars required to fully fund the individual to the point of receiving final program certification.
 - Commit to the continued development of Internal Coaches.

If funding is being requested from the Agency the Center Human Capital Director must provide a memo containing all the above elements to the NASA Director of Leadership Development and Executive Coaching.

How Internal Coaches Are Utilized to Support NASA Goals_____

Internal Coaches are utilized as Center and as Agency-resources. Each Center needs to have a Center Coaching Point of Contact (POC) who has received ICF level training and who has the experience and ability to manage and oversee the coaching policies and activities at that Center. This Center Coaching POC serves as an internal coach, along with other internal coaches. Together they meet the internal coaching needs of the Center. All certified, or in-training coaches, are required to provide a resume to the Agency Coaching Contact and may be asked to coach individuals at other Centers or Headquarters as time permits. All internal NASA coaches

whether trained with Agency or Center funds are considered Agency-wide resources.

Internal coaches, coach all levels of NASA including Senior Executives. Most internal coaching serves GS-14 and 15 level supervisors and managers. Coaching below the GS-14 level may be supported by internal coaches if resources are available. Internal coaches also serve as coaching resources to Agency-wide and Center leadership and management development program participants both during and after attendance in these programs.

Internal coaches may be authorized by the Center Coaching POC to coach outside of NASA as a means of maintaining or expanding their coaching capacity and skill at coaching. These outside coaching opportunities help the coach expand their perspective and observations which is critical to effective coaching.

Return on Investment Requirement: The creation of and tracking of individual coaching agreements provides the data from which Center Coaching POC's will evaluate the effectiveness of Center coaching efforts. In addition, an individual approved for training as an internal coach must devote a minimum of 10% of their time to coaching for three years after the completion of their training.

How Internal Coaches are Trained and Developed_____

Training: To "seed" this expertise across NASA, Agency coaching funds were initially used to train internal coaches at each Center. The development of additional coaches needed by the Center, and the funding of continued learning of existing coaches, is the responsibility of each Center. NASA will provide Agency-wide coaching development for internal coaches through ongoing learning opportunities via teleconferences and video conferences several times each year. This training is not intended to be comprehensive but, in addition to the training provided and/or funded by the Center.

NASA Centers are expected to provide an on-going training option to coaches at least every 18 months. This option can include short term training, attendance or presenting at a coaching meeting, conference, telecom or Vits training or other means. This training may also be provided to internal coaches by the Center Coaching POC.

Development: Developmental opportunities for internal coaches will continue to take place in the form of coaching NASA employees. Centers are expected to sanction only internal coaches who have completed training in one of the ICF certified schools. Coaching of NASA employees will begin

while the internal coach is in training as these individuals will be performing their coaching under the guidance of a trained coaching professional as part of the program.

All coaching performed at a Center or at NASA Headquarters must be scheduled and coordinated through the Center Coaching POC. (See Appendix B and C) This includes coaching performed by internal employees, internal contractors, or external contractors no matter the contract funding source. The Center POC shall be responsible for determining the most appropriate coach or coaching vehicle for Center employees. The Center Coaching POC will also have oversight of all coaching engagements and shall be responsible for maintaining the names of all employees being coached at the Center, and the goals, conditions and results of the coaching engagement. The Center Coaching POC will have the authority to require coaching engagements to meet the assessment requirements identified in NASA's Business Coaching Handbook.

Program Certification: All NASA Coaches whose training is funded by the Agency or their Center must complete an International Coaching Federation approved Coaching Program. All internal coaches are required to obtain

the certification associated with their training program.

Coaches Assessment Capabilities: All coaches are expected to be qualified in the use and provide coaching on NASA's multi-rater instrument the 540 Degree Feedback Instrument (See Appendix E). In addition coaches should be certified in the use of at least one Personal Preferences/ Behavior Instrument and a Conflict Resolution instrument. The Personal Preferences/Behavior assessment instruments commonly used by NASA include MBTI, DISC, FIRO B and Birkman. The Center Coaching POC along with the Center Training Officer may also determine that other assessment instruments are also needed by internal coaches. Ensuring that center internal coaches have the appropriate qualifications and certifications to safely perform coaching is the responsibility of

the Center Training Officer. Centers are also responsible for funding the internal coaches training required to obtain and maintain these certifications.

Coaches are required to have knowledge of an extensive number of assessment instruments that may support the coaching process. Appendix A provides a list and the individuals at NASA who are certified to use these instruments. Internal Coaches can request the support of these certified employees to perform assessments and provide feedback to the employees being coach.

ICF Certification: Internal coaches can go on to obtain ICF certification however, neither NASA nor the Centers are under any obligation to fund costs associated with obtaining or maintaining this certification.

Roles and Responsibilities

NASA: The Agency is responsible for determining the overall policy for coaching at NASA and for the strategic utilization of coaching resources.

Center Director: Determine the strategy for effectively utilizing coaching as a developmental option for high potential Senior Executives.

Human Capital Director: In addition to the responsibilities defined above in selecting internal coaches the HR Director shall determine how coaching can best be utilized to meet Center Human Capital strategic goals this includes determining the number and best qualified individuals to be trained as internal coaches. The Human Capital Director is also responsible developing a strategy for identifying the best candidates for coaching.

Training and Development Officers: Establish mechanisms for oversight and evaluation of coaching and for planning and budgeting for coaching resources including the initial certification training and continued develop of internal coaches.

Center Coaching Point of Contact (POC): The role of the Coaching POC is key in enabling the effective management and implementation of the coaching program at the Center and in enabling the Center to maximize their ability to acquire Agency coaching dollars and resources.

Responsibilities Include:

- Ensuring that coaching is the best and most cost effective option to meet the employee's needs and supporting employees in identifying the most appropriate coach either internal or external.
- Overseeing all coaching performed at the Center. This requires that all coaching performed at the Center be requested through the POC including coaching performed by internal coaches, and internal and external contractors, regardless of the organization conducting, or funding, the coaching activity. It also includes coaching being performed as part of a Center or Agency training or development program.
- Processing requests for coaches and following up with the employee, supervisor and coach as needed. POC's are also responsible for maintaining records of all employees being coached and the number and duration of the coaching, when that information is not being maintained at the Agency-level.
- Assessing whether the Center coaching goals have been met, for evaluating the effectiveness of the centers coaching program, and for providing recommendations and guidance to Center leadership. POC's have the authority to require all or part of the coaching performed at the Center to meet the assessment reporting requirements identified in NASA's Business Coaching Handbook.
- Serving as the Center representative on the Agency-wide coaching strategy team.

Internal Coaches – Provide quality coaching to meet employees needs. Complete all required paperwork as required by NASA Coaching Guidelines. Provide information and recommendations to Center POC. Maintain capabilities through training, coaching or other means. Provide coaching a minimum of 10% of their time for three years after training is completed.

Internal Coaches Supervisor: Support the internal coach in attending coaching training and acquiring certification. Make 10% of the employee's time available for coaching.

Employee Being Coached: Provide all required paperwork. Be available and responsible for the coaching process. Be open to feedback and flexible in gaining new learning.

Employee's Supervisor – Provide guidance and support. Provide required feedback and reports.

Appendix A

Required Qualifications for External Coaches_____

The contractor will be provided the following matrix as a means for rating and ranking potential coaches.

% of Rating	Rating Areas	Excellent	Meets	Fails to Meet
10	Number of years of experience	10 +	7-9	5-6
10	Certification	ICF Approved	Other Coaching Certification or Relevant Graduate Degree	Related University Course Work. Ie: Human Behavior, OD, Psychology, etc.
20	Skill and Method of Problem Diagnosis*	Very High Degree of Proven Ability. Use of Valid & Reliable Tools & Methods	Usually High Degree of Proven Ability.	Moderate Degree of Proven Ability.
25	Ability to Achieve Results*	Always Meets Goals Identified in Coaching Agreement	Meets Goals Identified in Coaching Agreement to a Degree	Usually Meets Goals Identified in Coaching Agreement
10	Familiarity with Industry & Government	Broad Experience in Both Industry and Government Specifically with Technical/Scientific Organizations	Broad Industry & Government Experience	Broad Industry or Government Experience
20	Knowledge & Application of Coaching Competencies, Including Interpersonal Characteristics	Possesses All of the Characteristics of Effective Coaches Identified in the NASA Coaching Guide to a High Degree of Skill.	Possesses All of the Characteristics, Some to a Lesser Degree of Skill.	Possesses Most of the Characteristics Some to a Lesser Degree of Skill.
5	Discretionary	High Degree of Additional Qualifications	Some Additional Qualifications	Minor Additional Qualifications
Total 100%				

* Degree of proven ability in Problem Solving and Ability to Achieve Results will be ascertained through examples of tangible evidence.”⁵

⁵ NASA Business Coaching Handbook, August 2006, Page 8.

Appendix B

Procedures for Obtaining Coaching by NASA's Internal Coaches

The following process is used for obtaining NASA Internal Coaches.

Who	Does What	How	To Whom
Employee	Makes request	Any (Face to face, e-mail, etc.)	Center POC
Coachee	Fill out forms A (Coaching Application)	Paper or Electronic	Supervisor for signature
Supervisor	Signs form A	If paper – mail/fax If electronic – e-mail	Center POC
Coachee & Center POC	* Fill out form B (Preference Guide)	Paper or Electronic	Center POC
Center POC	Forwards Form A	Paper or Electronic	Agency Coaching Coordinator (ACC)
ACC	Contacts potential Internal Coaches for availability	Phone or e-mail	Internal Coaches
ACC	Forwards Form A to available Internal Coaches	Paper or Electronic	Available Internal Coaches
ACC	Sends 2-3 Resumes	E-mail	Coachee and cc's Center POC
Coachee	Reviews/Interviews potential Coaches within 30 days of receipt	Phone, Face-to-face, etc.	Available Internal Coaches
Coachee	Notifies selection	Phone or e-mail	Center POC
Center POC	Notifies selection	Phone or e-mail	ACC
Coach	Schedules initial meeting	Phone or e-mail	Coachee
Coach	Fill out and submit Form C (Coaching Agreement) with coachee	Paper or Electronic	Center POC
Center POC	Reviews and files Form C	Paper or Electronic	N/A
Coach	Conducts Mid-Point Assessment with Coachee and forwards to ACC	Paper or Electronic	ACC
Coach	Gives Final Assessment (Form E) at the final coaching session	Paper or Electronic	Coachee
Coachee	Completes Final Assessment and forwards to ACC	Paper or Electronic	ACC
Coach	Notifies end of engagement within 10 days of completion	E-mail or phone	Center POC and ACC
Coach	Conducts Follow-up Assessment with Coachee 6 months after completion and forwards to ACC	Paper or Electronic	ACC
Coach	Conducts Supervisory Assessment (Form G) with Supervisor 6 months after completion and forwards	Paper or Electronic	Coaching Contractor

* The Center Coaching POC should fill out the NASA Preferences Guide with the potential coachee if there is any doubt as to whether or not Coaching is the right tool for the individual. Contact the Agency Coaching Coordinator for the Preferences Guide Key. The preferences guide is found in NASA's Coaching Guide on the NASA Training and Development web site.

Appendix C

From NASA's Business Coaching Handbook

"II. The NASA Coaching Process

Formal coaching relationships are based on written agreements between the coach and the individual being coached. This written agreement delineates the goals and mutual expectations for how the coaching relationship will work. The individual, coach, and supervisor must be in

Step 1: Meet with Center Coaching POC

If the employee is confident that he or she can benefit from and is willing and ready to participate in the coaching process, the next step is to set up a meeting with the Coaching POC at his or her Center. Prior to this meeting, the employee will be asked to complete a

Step 2: Coach Assessment and Selection

Based on the information provided in step 1, a pool of potential coaches will be identified for the employee. The individual will then review the coaches identified and conducts interviews.

Selecting a Coach

Each coach has his or her own unique style, personality, strengths, preferences and weaknesses.

Similarly, each individual has his or her own unique developmental needs, personality, preferences and learning style. For this reason, selecting the best coach is an important first step in ensuring the success of the coaching engagement.

agreement regarding the desired results of the coaching relationship.

HQ and Centers should align their coaching efforts to the philosophy and strategy outlined in these guidelines. The coaching process may begin in a variety of ways including conversations with HR specialists, supervisory referrals, or employee request. In general, the process consists of the following additional step coaching application (Form A). This request form is designed to help the POC better understand the individual's needs and professional goals as they begin the coaching process.

During the meeting with the POC, the individual may complete a preferences guide (Form B). This questionnaire is designed to help the POC identify the learning option that is best suited to meet the individual's developmental needs.

The best way to select a coach is to review the bios of two or three coaches, and then conduct a screening interview with those that meet the individual's personal criteria. Both during the screening interview and throughout the coaching process, the individual should continue to refine and adjust their assessment of how the coach is helping them achieve his or her stated objectives.

Screening Interview Questions

- Describe your career history.
- What coaching education and training have you completed?
- Have you worked with Federal agencies before? With NASA?

- Have you coached individuals at my level?
- Can you work with me to help me understand how to work more effectively with others?
- How will you maintain my confidentiality?
- Describe your coaching approach.
- What assessment instruments do you use as part of the coaching process?
- How will you measure improvement/success?
- How will you keep me accountable for results?
- How do you normally communicate with coaching clients?
- What type of clients do you work with most effectively?
- What are the essential skills for being an effective coach?

After the interview process is completed the individual will contact the Coaching POC to finalize their selection of a coach.

Step 3: Coaching

At the beginning of the relationship, the coach typically conducts an assessment. Assessments are tools used to gather information about an individual's values, behaviors, competencies, goals, interests, and potential opportunities for development.

This assessment can range from being very formal to informal depending on where the individual is in the development process and their past experience.

An informal assessment may consist of a brief questionnaire, face-to-face discussion, or simple observation. The coach will determine the appropriate assessment instrument tool to use in the coaching process.

Assessments are used in a coaching relationship as a way to provide valuable information to guide and focus the relationship. Assessments provide

new explanations for behaviors, discover new possibilities, generate a baseline of information about the individual being coached, build the coach/client relationship, and facilitate identification of the coaching intervention. All assessment data will be kept confidential between the client and the coach.

Once assessments are completed, the coach will review the data with the individual being coached and provide feedback. The coach and coachee then work together to create a development plan and a set of objectives based on the data results and the individual's goals. The coach and individual will also identify the roles of stakeholders (including the individual's supervisor and the coaching POC); significant milestones related to their progress; and measures of success. Additionally, the coach and the individual will work out the terms and logistics of the coaching relationship and gain appropriate approvals. (See Form C for a Coaching Agreement.) The coach is responsible for providing copies of the Coaching Agreement to the Center POC and the coaching contractor.

Step 4: Periodic Assessments

Mid-point and Final Assessments

The mid-point assessment will be conducted half way into the coaching contract. This assessment is designed to track the progress with the coaching contract, relationship, and coaching process. During this phase some of the following questions may be asked:

- What is working well?
- What needs improvement?
- How can we do things differently?
- Are we on track in accomplishing our goals?

After this assessment, the coach sends the completed assessment to the Center coaching POC and the coaching contractor. A sample mid-point assessment form is included in Form D.

At the end of the coaching engagement, the coach and coachee will determine whether to stop or continue the coaching process. The coach gives the coachee the final assessment form to complete and is responsible for providing a copy to the coaching contractor. This information is kept confidential and only aggregated data is given to the coach and NASA. A sample final assessment form is included in the back of this guide (Form E). At this time an assessment from the supervisor is obtained (Form G) by the coach and provided to the coaching contractor.

Follow-up Assessment

The final phase of the coaching assessment process is the follow-up assessment. This is normally conducted six months to a year after the end of the coaching contract. Coaches are responsible for obtaining a follow-up assessment form is included at the back of this guide (Form F).⁶

⁶ NASA's Business Coaching Handbook, August 2006, Pages 10-11.

